



Reducing Emissions from Deforestation and Forest Degradation (REDD+) Readiness Programme



Communication Strategy Validation Workshop

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Workshop Objectives

- **To present the Communication Strategy to relevant stakeholders**
- **To obtain stakeholders' inputs into the communication strategy**

What is REDD+?

- REDD+ (or REDD-plus) refers to
 - R reducing
 - E emissions from
 - D deforestation and forest
 - D degradation in developing countries
- REDD+ strategies go beyond deforestation and forest degradation, and include:
 - the role of conservation
 - sustainable management of forests
 - enhancement of forest carbon stocks in reducing emissions

The Global REDD+ Process

Phase 1. Readiness Phase

- Readiness/preparatory activities e.g. the development of national REDD+ strategies / action plans, policies and measures, and building the national capacity.
- Supported by grants from the Readiness Fund.



Phase 2. Implementation Phase

- Implementation of national policies and measures and national REDD+ strategies/ action plans that could involve further capacity-building, technology development/ transfer and results-based demonstration activities.
- Supported by the Carbon Fund



Phase 3. Results-based Actions

- Continued implementation of REDD+ strategy; that involves results-based actions that should be fully measured, reported and verified.
- Developed countries will pay financial incentives for developing countries

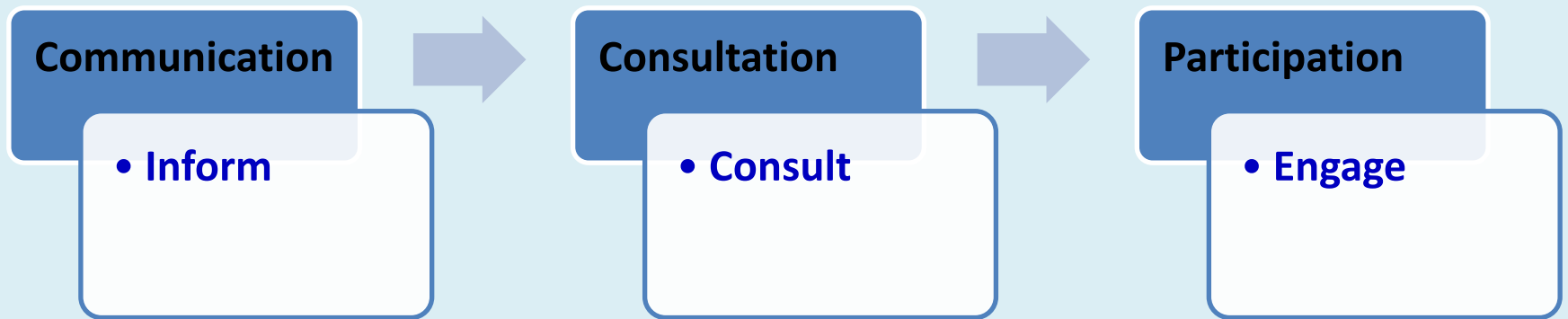
REDD+ in Sudan

- In February 2015, Sudan received a grant through the Forest Carbon Partnership Facility (FCPF) Programme of the World Bank to support the country in preparing for the implementation of its National REDD+ Readiness Programme.
- The Development Objective of the Sudan Readiness Programme is to strengthen Sudan's capacity to design a socially and environmentally sound national REDD+ strategy.

REDD+ Readiness Programme Components

- 1. Support for REDD+ readiness management and institutional arrangements**
- 2. Support for national REDD+ Strategy (including Strategic Environmental and Social Assessment)**
- 3. Support for stakeholder engagement**
- 4. Support for Monitoring, Reporting and Verification**

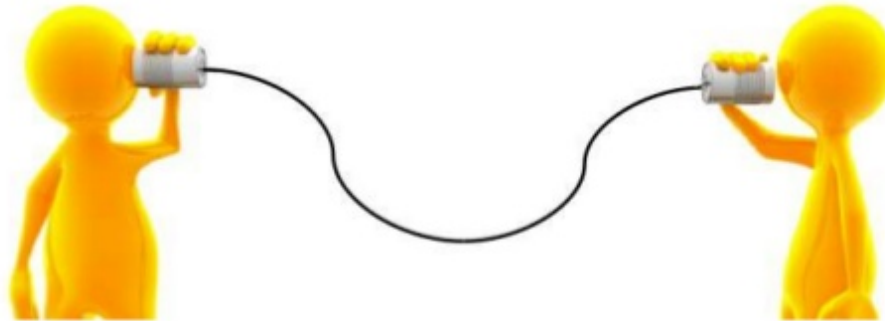
REDD+ Readiness Process



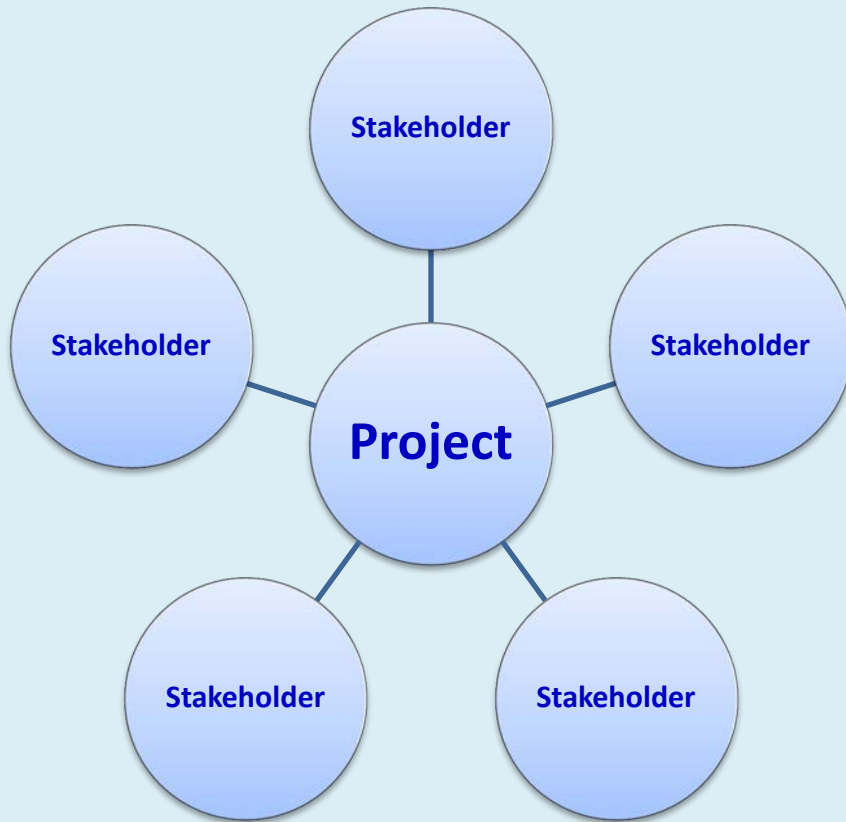
Communication

+ Effective communication

The right people,
getting the right information,
at the right time



Internal and External Communication



- **Internal communication among project staff**
- **External communication: between project staff and other stakeholders**

What is a communication strategy?

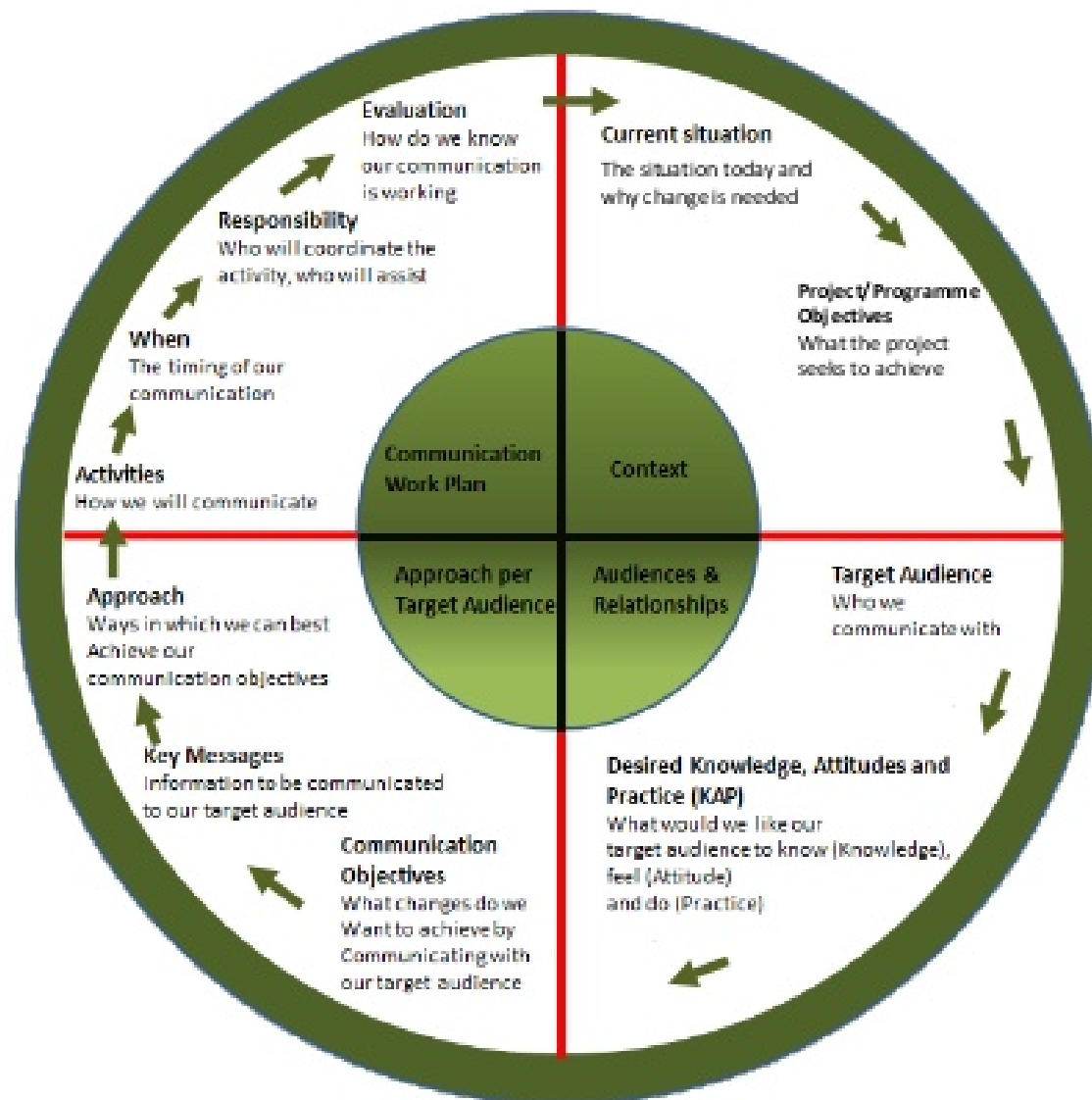
- ⇒ The communication strategy provides a framework to manage and coordinate the wide variety of communication activities that take place during the programme.
- ⇒ It permits prioritization and avoid duplicating efforts and thus better utilization of resources.
- ⇒ Planned/ organized activities that can be measured/ monitored
- ⇒ It gives a clear direction for unified and targeted actions by all stakeholders
- ⇒ It provides relevant, accurate, and consistent information to stakeholders and other audiences.
- ⇒ Enhancing cooperation and support of various stakeholders through effectively communicating the programme.
- ⇒ It serves as a guide/ roadmap for all communication activities to help achieve the overall programme objectives.

- ⇒ The communication strategy should not be developed by the communication specialist alone but also the programme team and relevant stakeholders should be involved.

Justification for the Strategy

- In order for Sudan to be ready for REDD+, it is required to develop a National REDD+ Readiness Strategy.
- The Communications Strategy together with the Participation and Consultation Plan will constitute the REDD+ national strategy.
- The process emphasizes country ownership through active involvement and effective participation of all stakeholders.
- The Communication Strategy will be used as a tool that will guide the process of stakeholders consultation and participation.
- The strategy will facilitate communication and awareness raising about REDD+ process and progress to the stakeholders to mobilize their support & participation.
- It would therefore contribute to inclusive, effective and informed consultation and participation of all concerned stakeholders.
- The strategy would contribute to achieving programme objectives and eventually contribute to the success of the overall Programme.

The framework of a communication strategy



Communication Strategy Outline

1. Background
2. Objectives of the Strategy
3. Target Audience
4. Key Messages
5. Communication Channels and Tools
6. Implementation
7. Monitoring and Evaluation

Annex:

Annual Work Plan

M&E Framework

Situation Analysis

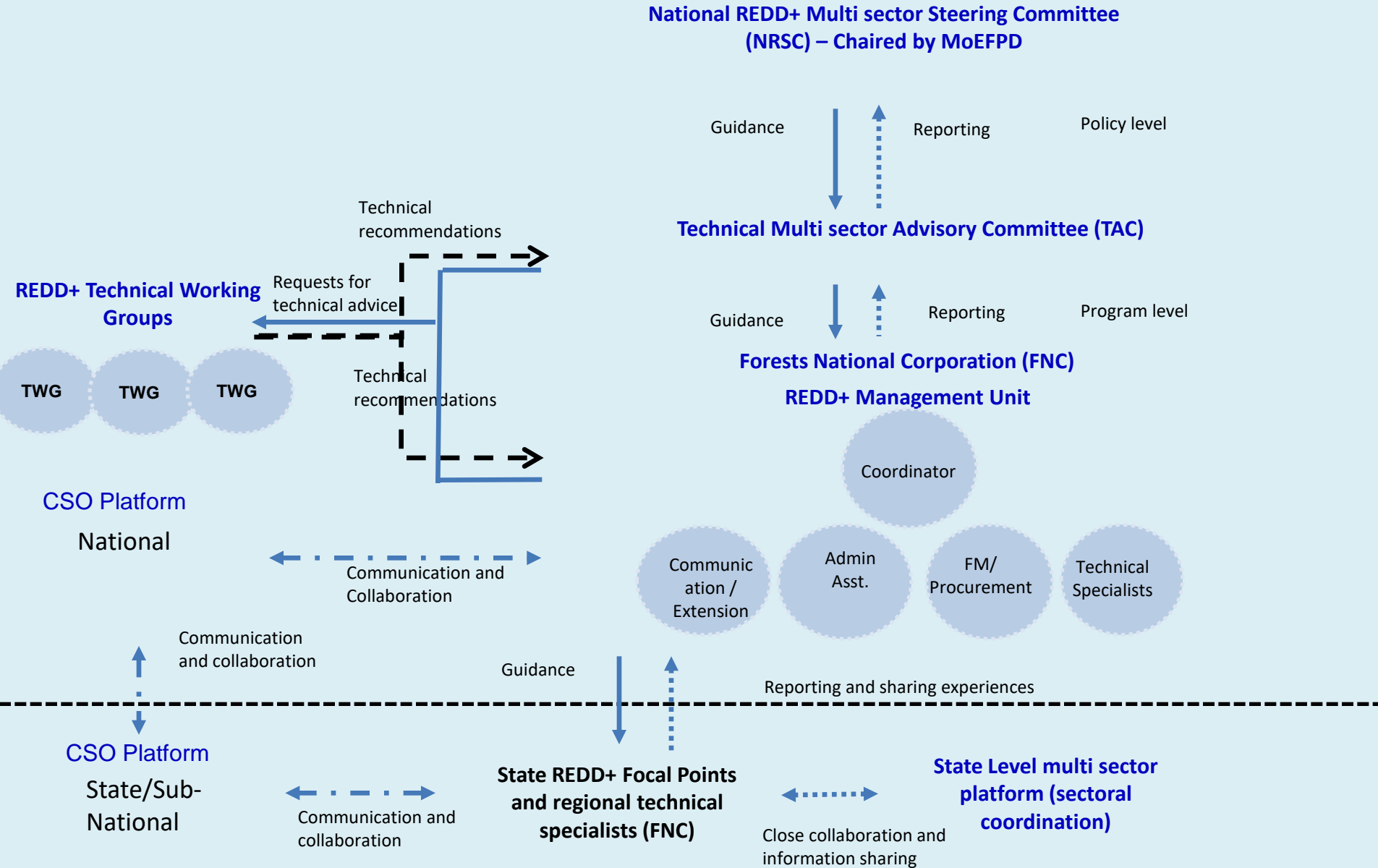
- **Identifying Stakeholders**
- **Institutional Context**
- **Current situation vis-à-vis programme communication**

Stakeholders Mapping

- ❑ Identification of relevant stakeholders
- ❑ Grouping/ segmentation of key stakeholders

[Stakeholders mapping.docx](#)

Institutional Arrangement for implementing REDD+



SWOT Analysis for Programme Communication

Strengths

- Qualified staff
- Expertise from previous projects
- Good relations with stakeholders
- FNC Extension Officers exist in all areas

Weaknesses

- Weak communication infrastructure/ logistics
- Lack of funds
- No continuous training for staff
- Lack of information/ database
- Lack of coordination between federal & state levels
- Unclear lines of responsibilities between Sector Focal Points & State Focal Points

SWOT

Opportunities

- National & international similar projects
- Sudan active participation in international agreements
- Awareness of communities of dangers of forest degradation & deforestation
- Wide use of social media

Threats

- Political interference
- Tribal conflicts
- Insecurity in some areas
- Land tenure
- Poverty
- Continuous pressure on forests (for energy)

Proposed Institutional Arrangement for implementing REDD+ Readiness Communication activities

- **The current institutional structure can be used to carry out the REDD+ Readiness communication activities. However, the following is proposed to improve the institutional arrangements for REDD+ communication activities:**
- **Appoint REDD+ Focal Points at each locality.**
- **Define clear Terms of Reference for Sector Focal Points and State/ Locality Focal Points with clear lines of responsibilities.**
- **Establish a Communication Coordination Group at the national, state and locality levels. The Group should include representatives from both state/ Government and non- state/ CSOs stakeholders groups.**
- **At the locality level, active participation of the local communities should be ensured. This can be facilitated by involving community leaders, community development committees, community- based organisations such as women and youth groups, etc.**
- **The national capacity is not adequate to address the uniqueness and complexity of REDD+ process and requirements. There is a need to build capacity, particularly for the Extension and Mass Media Unit of the FNC at national and sub-national levels to ensure effective implementation and monitoring of REDD+ communication activities.**

Preliminary Training Needs for Communication

Training	Target	Frequency
Orientation on REDD+ Communication Strategy	REDD+ Focal Points, partners	3 courses
Communication Skills (writing, reporting, presentation, speaking)	PMU Communications Officer, REDD+ Focal Points	4 courses
Web development, maintenance and content management	PMU Communications Officer, Extension and Mass Media Unit of the Federal FNC	2 courses
Monitoring and Evaluation	PMU Communications Officer, REDD+ Focal Points at State and Locality levels	3 courses
Training to make basic video and photography of project activities	PMU Communications Officer, REDD+ Focal Points at State and Locality levels	2 courses
Training on Participatory Communication	REDD+ Focal Points at State and Locality levels	2 courses
Graphic Design	PMU Communications Officer, Extension and Mass Media Unit of the Federal FNC	2 courses

Goal and Objectives of the Communication Strategy

Goal

- To enhance communication with different stakeholders to raise awareness and knowledge on REDD+ in order to mobilize stakeholders support and participation in the REDD+ process in Sudan.

Objectives

1. To strengthen the national capacity to undertake communication activities within the framework of REDD+ Programme.
2. To raise public and stakeholders awareness and understanding of REDD+, deforestation, forest degradation and climate change issues.
3. To enhance knowledge sharing, information dissemination and communication on REDD+ with key stakeholders to enhance their support, participation and full engagement in REDD+.

Outcomes of the Communication Strategy

- National capacity of communication staff is strengthened and are effectively and efficiently implementing REDD+ Readiness communication activities.
- Public and stakeholders awareness and understanding of REDD+, deforestation, forest degradation and climate change issues enhanced.
- Stakeholders are supporting and actively participating in the REDD+ Programme.

COMMUNICATION COMPONENTS



TARGET AUDIENCE

Audience Category	Group/	Purpose of Communication
Government		<p>Setting and enforcing policy & regulations</p> <p>Support, consultation and participation</p> <p>Positioning the Programme in the national government agenda/ priorities</p>
Local communities		<p>Awareness raising & mobilization</p> <p>Consent and participation</p>
Civil organizations (NGOs/CBOs)	society CSOs	<p>Community awareness & mobilization</p> <p>Adopting the REDD+ Concept</p> <p>Piloting best practices</p> <p>Lobbying the Government and advocacy for REDD+</p>
Private Sector		<p>Adopting and supporting REDD+ particularly through:</p> <p>Mutual benefits of reducing deforestation and forest degradation</p> <p>Sustainable utilization of forests</p> <p>Reforestation</p> <p>Alternative livelihood activities</p> <p>Financial support for REDD+ activities</p>

TARGET AUDIENCE (cont.)

Audience Group/ Category	Purpose of Communication
Development Partners/ Donors	Technical and financial support
Academic, educational and research institutions	Source of information Research and innovation generating and disseminating new knowledge advocacy
Media	Publicity/ Public awareness contributing to building mass support for and understanding of REDD+ Lobbying the Government and advocacy for REDD+
General Public	Raise general public awareness

KEY MESSAGES

Audience Group/ Category	Key Messages
Government	<p>The Programme has a clear vision and is delivering significant and tangible, environmental, economic and social benefits to Sudan, while contributing to the country's commitment to play its role in mitigating climate change.</p> <p>Importance of government's support in terms of enabling policies and legislations in favour of the REDD+ Programme.</p>
Local communities	<p>The Programme works with the local communities/ society to address the needs of local people particularly indigenous people, ultimately delivering real, long-term benefits that have true meaning for communities and the sustainable livelihoods of the local people.</p> <p>The REDD+ Programme is designed to provide maximum possible benefits to the local communities and indigenous peoples where it operates and is helping with the empowerment of people and enhancement of community livelihoods.</p>
Civil society organizations CSOs (NGOs/CBOs)	<p>The programme contributes to climate change mitigation while bringing social and economic benefits to the local communities and the country at large.</p> <p>The programme would assist Civil Society organizations for adopting the REDD+ concept and piloting best practices in areas of capacity building, development support and sharing of expertise.</p> <p>Importance of the role of civil society organizations in community awareness & mobilization as well as in lobbying the government and advocacy for the REDD+ Programme.</p>

KEY MESSAGES (cont.)

Audience Group/ Category	Key Messages
Private Sector	<p>The Programme brings stability and long-term sustainability of benefit to all, including the private sector; and there is a strong business case for cooperation.</p> <p>The Programme provides mutual benefits and brings new business opportunities for the private sector in addition to enhanced relations with the local communities.</p>
Development Partners/ Donors	<p>The Programme helps prepare Sudan for REDD+ implementation and thus provides practical solutions for the country to contribute to global efforts for climate change mitigation.</p> <p>REDD+ implementation is fully accountable for Sudanese people and the international community in terms of relevance, process, funding and results obtained as the programme is committed to ensure efficiency, effectiveness and transparency of all its operations.</p>
Academic and research institutions	<p>The Programme helps in climate change mitigation while providing positive environmental, economic and social benefits.</p> <p>Importance of the engagement of research and academic institutions in REDD+ in order to deliver best practice demonstrations of the Programme in Sudan.</p>
Media	<p>The Programme brings positive environmental, economic and social benefits from REDD+ activities to the Sudanese population</p> <p>Importance of the media role in awareness raising and dissemination of messages at all levels as well as in lobbying the Government and providing advocacy for the REDD+ Programme.</p>
General Public	<p>The Programme helps in climate change mitigation while providing positive environmental, economic and social benefits to Sudan.</p>

Means of Communication

- ❑ Communication channel is the best way to effectively reach the target audience to communicate the key messages.

- ❑ The broad categories of communication channels are:
 - Mass media
 - Interpersonal communication
 - Publications/ Printed communication materials
 - Digital and social media

- ❑ It is effective to use a mix of channels at the same time or simultaneously.



Communication Channels: Mass Media

- **Mass Media** is any means of communication that reaches a large amount of people and is used to raise public awareness.
- **Mass media include print and electronic media:**
 - **Print media:** newspapers, magazines, periodicals, journals, etc.
 - **Electronic media:** broadcast (television, radio), and videos.

Public Service Announcement (TV and Radio)

Video clip on “REDD+ in Sudan”

Documentaries and press coverage (print and electronic) of various events/ activities.
- **First, media relations will be enhanced through:**
 - **press releases, media briefings, press soirees, editors dialogue, media orientation sessions, field trips, press tours, etc.**
 - **Prepare and distribute information package/ press kit**
 - **Assign media ambassadors for REDD+**

Communication Channels: Interpersonal Communication

- **Interpersonal communication is the exchange of information that involve face-to-face/ person-to-person or small group interaction and exchange. This include:**
 - **Meetings with stakeholders (policymakers, local communities, etc.)**
 - **Round- table discussions,**
 - **workshops,**
 - **conferences,**
 - **forums,**
 - **trainings, educational outreach**
 - **seminars,**
 - **other public events such as exhibitions**
 - **Visits e.g. stakeholders exchange visits.**

Communication Channels: Interpersonal Communication

- ❑ Celebration of special events/ international day

- ❑ An Annual REDD+ day is proposed to be initiated in Sudan that would include:
 - Forum: to create platforms where REDD+ issues will be discussed and shared

 - REDD + cross country road show/ rallies

 - Competition: to engage the general public, especially younger people. Writing, photo and poster competitions could be organized for journalists, school children and university students regarding REDD+ and forests in Sudan.

Communication Channels:

Publications/ Printed communication materials

- **Printed and visual materials can combine words, pictures and diagrams to convey accurate and clear information.**
- **Printed materials include posters, brochures, leaflets, hand bills, newsletter, fact sheets, booklets, FAQs, policy briefs, progress reports, analysis reports, etc.**
- **Promotional materials (e.g. badges, stickers, calendars, T-shirts, etc.) that should include the programme logo and slogan for promoting the visual identity/ branding of the REDD+ Programme.**

Examples of Publications/ Printed communication materials

- Brochure on REDD+ in Sudan
- FAQ flyer: Frequently asked questions (FAQs) flyer about REDD+, forest degradation, deforestation and climate change issues.
- Quarterly Newsletter: (print and electronic).
- Monthly update
- Policy briefs will include technical information, key messages and recommendations to policy makers.
- Reports: Quarterly Progress reports, analysis reports, etc. to be summarized in a one-page progress briefings/ updates (print and electronic).
- Fact sheets: summarizing the findings of research and studies conducted within the framework of the programme.
- Bi-annual Pictorial Magazine: Pictures and short progress reports to reflect the Programme achievements.

Communication Channels: Digital and Social Media

- **Digital and Social Media:** any digitized content - such as video, text, images, and audio - that can be transmitted over Internet, computer, or mobile networks.
- **Website: reddsudan.org**
To be developed and regularly updated including pictures, videos, reports, media releases, and other types of media materials.
- **On-line 'Information Centre':** including regular updates, past and upcoming events, current and archived press releases, examples of good media coverage, feature articles, quotes, etc.
- **Photo and video library:** Photographs, video footage and graphics of programme activities should be made available online.
- **Emailing:** contact list
- **Mobile phones:** SMS, WhatsApp
- **Social media:** social media channels (Twitter, Facebook, YouTube, etc.)

Community-based Communication Interventions

Community-based interventions are those that are designed for/with and carried out in communities for community mobilization or advocacy, outreach. These include:

- local theatre,
- songs,
- drama,
- community radio,
- community events,
- community dialogue,
- sports,
- interactive group discussions,
- mobile video units,
- talks and workshops,
- comics
- posters
- field trips
- demonstrations and campaigns to schools.

Internal Communication

- **Internal communication among programme staff**
 - ⇒ keep staff informed of key programme achievements, etc.
 - ⇒ enable staff to share knowledge, experiences and lessons learned/ best practices
 - ⇒ enhances the quality and efficiency of the work
 - ⇒ Enables staff to interact effectively with people outside the programme on the basis of a shared foundation of knowledge and commitment.
- **Tools include:**
 - face-to-face meetings e.g. weekly staff meeting,
 - Intranet,
 - bulletin board
 - Internal newsletter
 - monthly and quarterly reports,
 - open discussions and round tables,
 - special briefings organized occasionally.

Means of Communication for each target audience

Target Group	Audience	Means of Communication (Channels, Tools)
Government		Presentation, video clip, printed materials (fact sheet, leaflets, policy brief, monthly update, progress reports, etc.), electronic publications (newsletter), website, and events (conferences, workshops, meetings, briefing sessions, focus group discussions/ forums, etc.)
Civil Organizations (NGOs/ CBOs)	Society CSOs	Conferences, workshops, orientation sessions, training, meetings and discussion groups, print materials (leaflets, posters, etc.), website, social media.
Local Communities		Comics, drama, songs, local theatre, mobile video units, formal and informal meetings, interactive group discussions, pictures, dem-plot, Proverbs, metaphors, demonstration, sports, cultural activities, calendar messages, films, posters, community dialogue, sensitization/ outreach sessions, environmental education, campaigns to schools, field trips, community radio, mobile phones/SMS (in some areas).

Means of Communication for each target audience (cont.)

Target Audience Group	Means of Communication (Channels, Tools)
Private Sector	printed materials e.g. posters, leaflets, etc.), events: exhibitions, conferences, workshops, meetings, briefing sessions, seminars, special soiree at respective private sector's venue (Businessmen Federation, Framers Union, etc.).
Development Partners/ Donors	Printed materials (leaflets, policy brief, monthly update, progress reports, etc.), briefing notes, print & electronic Newsletter, round-table meetings , conferences, workshops, Website, social media.
Academic and Research Institutions	Workshops, seminars, lectures, discussion groups, presentations, open day in universities, competition.
Media	Media briefings, meetings, video clip, conferences (e.g. press conference), press release, editors dialogue, media orientation sessions, field trips, press tours, etc.
General Public	Mass media (newspapers, TV, Radio) IEC materials, including print and electronic publications, Exhibitions, banners in public places, Website and social media

Implementation: Work Plan

- An Implementation/ Work Plan is developed Annually.
- The plan should be strategy-driven
- Similar plans can be developed and implemented at field level, taking into account the available resources and circumstances.
- The plan will be a working document that would change as the programme communication needs change.
- Financial resources and logistics
- It is important for the Plan to be implemented to have enough financial resources. Moreover, it is essential to have logistics in place (e.g. vehicles, etc.) for undertaking the proposed activities.



Implementation Arrangements

Establishment of a Communication Coordination Group

to guide the direction of the strategy
for building and sustaining partnerships

Similar group should be established at each state/ locality and coordinated by the REDD+ State/ Locality Focal Point

- Should be established from the onset of the Programme.
- The group should be inter- sectoral and include representatives from key stakeholders and partners in the programme including relevant government ministries, private sector, leading NGOs and CBOs, local communities, media representatives, donors and development partners at both national and state levels.
- The group should meet on regular basis e.g. monthly to coordinate and manage communication activities.

Implementation Arrangements

- At the Federal level, the Extension and Mass Media Unit within the Forests National Corporation (FNC) would play a lead role in ensuring proper coordination and management of communication activities.
- Communication Officer at PMU: will be in charge of day-to-day activities to manage and coordinate programme communication.
- At the sub- national level: The REDD+ state focal points would be in charge of implementing, coordinating and monitoring the communication activities.
- They would be assisted by the Communication Coordination Group to be established at each state.
- It is proposed to assign REDD+ focal points at each locality to undertake communication activities. They would have direct contacts with the local communities and would work together with community- based organisations, community leaders, target communities especially indigenous people, women's organizations, youth groups, etc.

Implementation Arrangements

■ Capacity Building

- The Programme should provide training for communication staff at national and state levels in order to ensure effective implementation and sustainability of the communication activities.

- Though capacity building interventions should focus on staff of the FNC Extension and Mass Media Unit at federal and state levels, training should also include, whenever possible, communication staff of key stakeholders and partner organizations.

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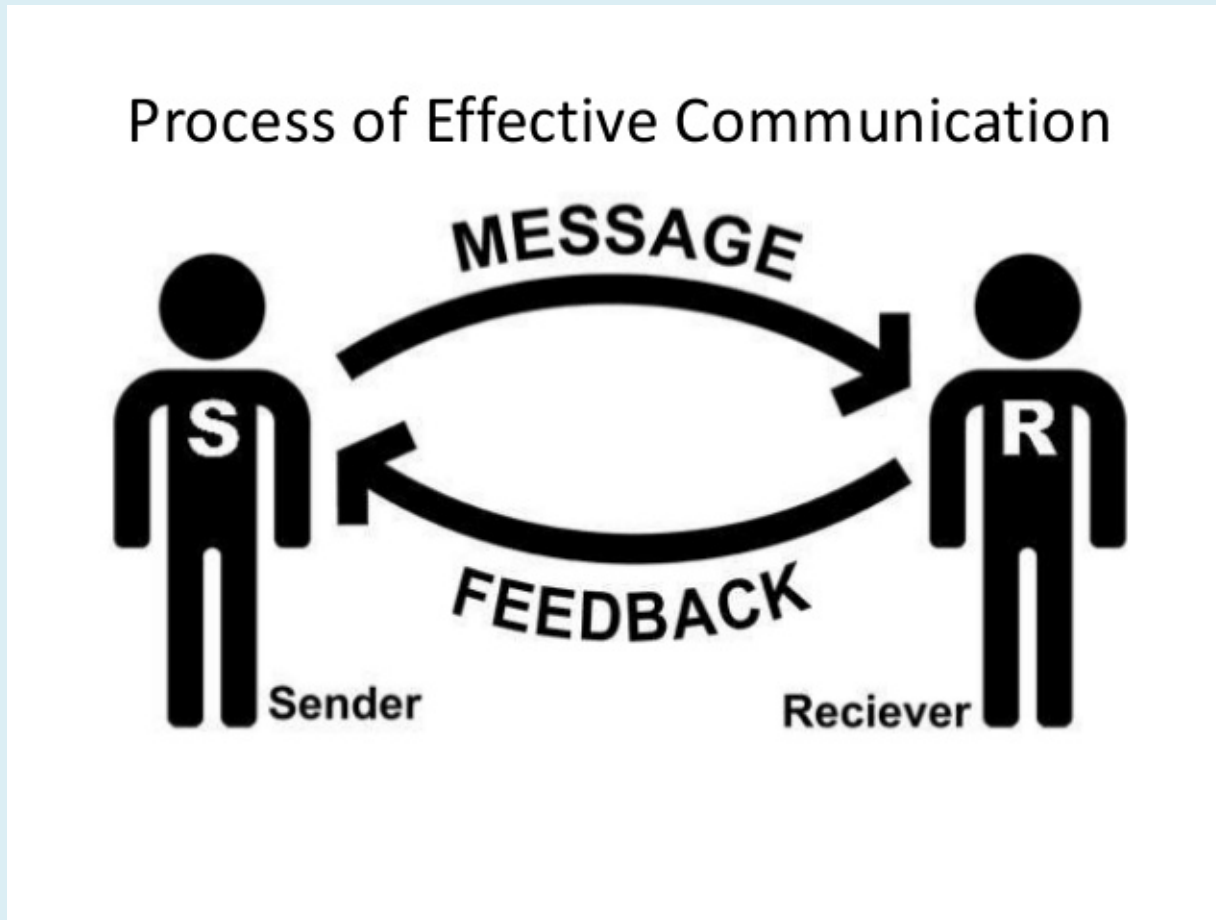
- Other capacity building interventions such as technical assistance and participation in regional and international REDD+ training workshops, seminars, knowledge and learning events, etc. to facilitate cross fertilization with other REDD countries and experts.

■ Coordination and Partnership

Synergies with similar Projects/ Programmes to ensure coordination across different sectors, both at the national and state levels.

Establishment of strategic partnerships taking on technical expertise and lessons learned from complementary initiatives while avoiding duplication of efforts.

Monitoring and Evaluation (M&E)



- **Communication is a two-way process**
- **Communication is the response that we get**

M&E Framework

- On the basis of the Work Plan, an M&E framework is developed ensuring logical links between programme outcomes, outputs and activities.
- For each output '**SMART**' indicators were developed in order to track progress.

SMART

S	Specific
M	Measurable
A	Achievable/ Attainable
R	Realistic/ Reasonable/ Relevant
T	Time-bound/ specific

Functions of the M&E Framework

Monitoring:

- To track progress of communication activities during programme implementation
- Monitoring should be a continuous process of performance assessment.
- It will help in reducing the risk of making mistakes or continuing in the wrong direction and could rather help adjust the plan.
- It will also facilitate reporting progress on delivery of planned communications activities.
- Monitoring should be carried out by locality and State Focal Points.

Evaluation:

- to evaluate the outcomes/ impact of Programme activities and to measure the effectiveness and efficiency of communication activities and outcomes.
- Evaluation should be conducted annually for feedback and lessons learned
- Final evaluation should be conducted at the end of programme implementation preferably by an independent consultant.

Functions of the M&E Framework (cont.)

Reporting:

- Regular reporting to be carried out to chart progress and to inform decision-making.
- Progress reports: quarterly progress reports, monthly updates.
- An annual report should be prepared to evaluate performance and to ensure that corrective action to meet outstanding communication needs is included in the work planning cycle for the coming year.

Risk Management

Potential Risks/ Challenges	Action/ Mitigation Measures
The REDD+ concept is abstract, complex and confusing	Provide consistent, clear and simple information about general knowledge and technical issues. Clear message on what is REDD+ intervention,
Different desires, needs and high stakeholder expectations (particularly among local communities)	Expectations management Clear and consistent messaging Information sharing and multi-stakeholder consultation process
Limited financial resources	Working in partnership with relevant regional and international organizations
Lack of ownership and interest	Stakeholder engagement to ensure consultation and participatory process Awareness and knowledge sharing to enhance political will.
Weak capacity of local staff	Provide training programmes at national and state level
Sustainability of programme activities	Continued government interest and support Functional institutional setup in place



THANK YOU